

**OFFICE OF THE UNDER SECRETARY OF DEFENSE FOR POLICY
TERRY J. PUDAS**



**DEPUTY ASSISTANT SECRETARY OF DEFENSE
(ACTING)
FORCES TRANSFORMATION AND RESOURCES**



CURRENT ASSIGNMENT: Terry J. Pudas is Deputy Assistant Secretary of Defense (Acting) for Forces Transformation and Resources (FT&R), Under Secretary of Defense for Policy, Office of the Secretary of Defense since October 2006. The office is the advocate, focal point, and catalyst for Defense transformation and experimentation, formulates policy for general purpose forces capabilities, and provides Policy oversight for the Department's resources. FT&R provides recommendations for linking the Departments transformation efforts and resources to strategic functions, assesses the transformation efforts of the Military Departments, and promotes synergy by recommending steps to integrate ongoing transformation activities.

PAST EXPERIENCE: Mr. Pudas previously served as the Acting Director, Office of Force Transformation (OFT) from February 2005 to October 2006, and as the first Deputy Director of OFT from October 2001 to January 2005. While on active duty with the United States Navy, Mr. Pudas served in numerous fighter squadrons, graduated from the Defense Language Institute in Monterey, California and served as an exchange pilot with the German Navy. He commanded at both the squadron and wing level. While serving as Air Officer on board USS MIDWAY (CV-41) deployed to the Persian Gulf and he conducted operations in support of Desert Shield and Desert Storm. Prior to retiring after more than 32 years of service, from the United States Navy, he served as the Deputy and Executive Assistant to the President of the Naval War College in Newport, Rhode Island.

EDUCATION: Mr Pudas is a 1969 graduate of the University of Washington. In addition to his Bachelor of Science degree he holds a Master of Arts degree in National Security and Strategic Studies from the Naval War College and a Master of Arts degree in Management from Webster University.